

**The Director of Central Intelligence**

Washington, D.C. 20505

**Intelligence Community Staff**

ICS 88-4423  
14 March 1988

MEMORANDUM FOR: Don I. Wortman  
Project Director, Intelligence Community Personnel Study  
National Academy of Public Administration

SUBJECT: First Interim Report, Intelligence Community Personnel Study

1. As a follow-up to last week's off-site conference, this memorandum sets forth our views on the first interim report for the study. We believe that three main areas should be discussed.

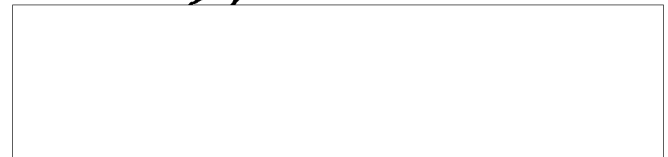
- o Progress on baseline establishment. The report should provide the Congress an indication of the extent to which NAPA has established its baseline understanding of the range of personnel management and compensation systems that are under study. It seems to us that considerable work in this area will have been accomplished by mid-April and that it would be appropriate to report that the study team is familiar with the workings of the various systems and has moved on to detailed study of specific issues.
- o Assessment of the case for unique systems. A key objective of the study is to assess the grounds for unique systems. This assessment should have two dimensions. The first should be a comparison of the Intelligence Community as a whole with the Federal civil service in general. The report should be able to offer at least preliminary views on this subject, based on the study team's understanding of the relevant missions, needs, and operating environments. The second should be a similar comparison, but made within the Intelligence Community itself, that is, an assessment of the grounds for the differing personnel systems administered by the several agencies and offices that make up the Community. Again, judgments should be founded on the similarities and differences of the relevant missions, needs, and operating environments.

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- o Identification of specific issues and possible approaches to problem solving. The report should identify, at least tentatively, the key issues that NAPA believes require detailed study. We believe the report should also comment on the merits of flexibility as a general approach to problem solving. As a management strategy, it seems to us more prudent to acquire broad authorities for the Community, allowing selective implementation in accordance with individual agency desires, than to pursue adjustments piecemeal. This would seem to be the most efficient approach and would avert the need for continual legislative fine-tuning for separate agencies. It would also allow us to deal routinely with both anticipated and unanticipated problems affecting personnel system effectiveness and competitiveness. If possible, the report should also give preliminary judgments on particularly important issues that have already been identified and studied: from our perspective, it should be possible to do this on the issue of flexible benefits programs, which has been clearly highlighted as a priority concern.

- 2. If you have any questions please call me at 376-5544.



Director  
Planning and Policy Office

cc:



OL/CIA

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**DISTRIBUTION: (ICS 88-4423)**

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